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50 One-Minute Tips for Retaining Employees

Building a Win-Win Environment

**David K. Hayes, Ph.D. and
Jack D. Ninemeier, Ph.D.**

A Crisp Fifty-Minute™ Series Book

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Learning Objectives For: _____

50 ONE-MINUTE TIPS FOR RETAINING EMPLOYEES

The objectives for *50 One-Minute Tips for Retaining Employees* are listed below. They have been developed to guide the user to the core issues covered in this book.

THE OBJECTIVES OF THIS BOOK ARE TO HELP THE USER:

- 1) Conduct new-employee orientation and training
- 2) Employ strategies for maintaining a professional workplace
- 3) Maintain positive employee relationships by using ongoing communication and maintaining a supportive and fun work environment
- 4) Outline ways in which supervisors can help employees to help themselves become successful
- 5) Learn how personal feelings, attitudes, and experiences affect employees and the workplace

ASSESSING PROGRESS

Course Technology has developed a Crisp Series **assessment** that covers the fundamental information presented in this book. A 25-item, multiple-choice and true/false questionnaire allows the reader to evaluate his or her comprehension of the subject matter. To buy the assessment and answer key, go to www.courseilt.com and search on the book title or via the assessment format, or call 1-800-442-7477.

Assessments should not be used in any employee selection process.

About the Authors

David K. Hayes is the managing owner of a hotel in Lansing Michigan. He has over 25 years experience in directing employees at all levels of experience in the hospitality business. David is also the Editor of HospitalityLawyer.com, a website devoted to the legal, safety, and security information needs of the hospitality industry.

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Dedication

This book is dedicated to employees in all types of businesses who are looking for confirmation that their employment decision was a good one, who desire to learn and to make contributions on the job, and who may want to become supervisors and managers someday.

It is also dedicated to employers and supervisors, who serve as links from where these employees are today to where they will go—in the organization specifically, and in the world of business more generally.

Lastly, this book is dedicated to Brother Herman Zaccarrelli, C.S.C., whose guidance and faith in the humanity of business managers everywhere and whose beliefs about the dignity of work have made this book a pleasure to produce.

Preface

This book presents tips for retaining employees, especially entry-level and/or hourly employees. These may include non-supervisory staff such as teenagers in their first job, retirees who are working part-time, and other non-technical personnel working at or near the organization's starting wage. Many of these tips apply to a wide range of businesses and many of the strategies will also work for professional and technical workers.

Managers and supervisors in all types of businesses understand the importance of retaining staff when the economy is strong and labor is short. Many of these same managers, however, fail to recognize that the retention of valuable staff is always desirable. Hiring and training are expensive, and valuable experience is lost with high staff turnover rates. Yes, it can be challenging to find and retain employees. Fortunately, you can use a variety of tactics to improve your retention rate.

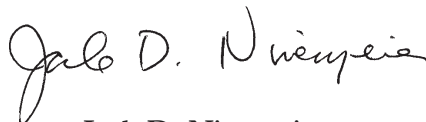
Many employers believe that higher compensation is the only tactic for keeping employees from leaving. But "throwing money" at every operating problem is not the only solution. Clearly, employees must be paid at a competitive rate. However, compensation is more than an hourly rate or take-home pay. Benefits are also important, and while some of these are monetary, others are not. Many employees consider the friendliness and professionalism of the workplace, along with genuine respect from their employers, as incentives to remain on the job. These non-monetary attractions often influence whether a person stays or leaves.

The foundation for this book begins with you—your business culture and the philosophies and attitudes of management. A genuine interest in "internal marketing" (treating your employees the way you treat your customers) must precede the ideas outlined in this book, as only that can actually drive their implementation.

You are encouraged to complete numerous activities and exercises as you read this book. However, an underlying "assignment" is to objectively evaluate your business and workforce relative to the tips presented. Consider whether the tip will be useful just as it is presented. Must it be modified in some way to be most beneficial? Or, for reasons unique to the business, is it not applicable? Only you, with your detailed knowledge about your organization, can answer these questions. We hope you will discover many practical ideas in these pages to help you retain your employees and, in the process, help your business grow. It is for this purpose that the book was written, and against this purpose that its worth should be evaluated.



David K. Hayes



Jack D. Ninemeier

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Follow Sound Management Advice

Tip 1: Serve First and Lead Second

You probably landed your first job as a supervisor because you were good at what you were doing. If you successfully made the transition from employee to supervisor, someone had confidence in your abilities and in your potential to succeed. It is that same confidence and concern that your employees now seek from you.

Many supervisors truly believe that the purpose of a workforce is to make their boss look good. In reality, the best leaders spend the majority of their time helping to make those they lead look good. A manager is a servant first and a leader second, one who facilitates the work of employees in the following ways:

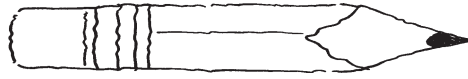
- By training them adequately
- By providing tools and equipment that are safe and well-maintained
- By removing obstacles to success
- By helping them resolve problems
- By providing them with continuing opportunities to learn on the job so they can prepare for promotions

Effective leaders serve their employees first so that everyone—both the employees and the supervisor—will be successful.

Gather Feedback

For a better perspective on how your employees view your management skills, ask them to answer the following questions. You may want to do this as part of an anonymous feedback gathering session or one-on-one with employees:

1. What could my supervisor start doing to help me perform better in my own job?
2. What should my supervisor *stop* doing to help me perform better in my own job?



ANALYZE YOUR LEADERSHIP SKILLS

Think about your own career and your best supervisors.

1. What are some qualities that make you think of them as the “best”?

2. Do you think you have some or all of these qualities?

☐ Yes ☐ No

3. What things can you start to do right now and do every day so your own employees will consider you their “best” boss?

Now think about your own career and some of the supervisors you liked least.

1. Why do you consider them your least favorite supervisors?

2. Do you think you have some or all of these same faults?

☐ Yes ☐ No

3. What are some things you can change right now so your own employees will not think of you as their least effective boss?

Tip 2: Establish Your Employee Average Retention Rate

After you have read this book and implemented the strategies you like, you will want to measure your success. To do this, you have to know where you began. The Retention Rate Worksheet can help you to do this. It is simple to complete and will tell you your average retention rate (ARR). It is hoped that you will see your ARR increase as you implement effective employee retention tactics.

Completing the worksheet

1. Enter each employee's name in Column (A), and then enter the total number of employees in Box 1.
2. Enter each employee's start date in Column (B).
3. Enter the current date in Column (C).
4. Calculate the total number of days that each employee has been with you. Enter that number in Column (D).
5. Add the number of days in Column (D), and enter this total in Box 2.
6. Divide the number of days in Box 2 by the number of employees in Box 1 to determine the average number of days that your entry-level staff has been employed for the current month.
7. Save this sheet to make it easier to compute next month's average.

RETENTION RATE WORKSHEET

Employee Name (A)	Employment Start Date (B)	Today's Date (C)	Number of Days Employed (D)
1.			
2.			
3.			
4.			
5.			

Total Number of Employees (Box 1)

Total Days (Box 2)

Total Number of Days (Box 2)

Total Number of Employees (Box 1)

= Average Retention Rate

If you track your retention rate monthly, you can evaluate the success of the retention tactics you implement.

Tip 3: Estimate Your Turnover Costs

Some costs of turnover can be easily and directly calculated. For example, you can assess the cost of newspaper ads used to recruit new employees. The time you spend interviewing applicants, helping the new employee to complete necessary paperwork, and conducting an orientation session can be easily determined. However, many costs of turnover (and generally the most significant ones), cannot be calculated objectively; they must be estimated. For example, how could you accurately determine the following:

- The costs incurred by employees who know they are going to leave but stay on your payroll, and increasingly fail to meet standards of quality, quantity, customer expectation, and other standards
- The cost of providing a new employee with on-the-job training using a method in which both the employee and the trainer's time is sometimes spent in training for new tasks and sometimes spent in performing tasks that have already been learned
- The cost of the honest mistakes made by a new employee who wants to do well but who has yet to develop the knowledge and skills required for the job
- The cost incurred when your business is short-staffed and the available staff cannot meet quality standards

Calculating Turnover Costs

Employee turnover costs are estimated at between 50 to 100% (or more) of an employee's annual wage. Complete the exercise on the following page to obtain an estimate of your organization's turnover cost. The exercise illustrates three different turnover scenarios.

TURNOVER COST WORKSHEET

Average annual wage, including the cost of fringe benefits, you pay a full-time employee

\$

Box A

Number of employees hired last year (nonseasonal) to maintain all full-time positions

\$

Box B

Total wages/benefits paid for employees who left your organization

\$

Box C

(Box A x Box B)

1. Assume the low estimate of turnover (50% of wages/benefits) is too high; for your organization, it is only 25% of the low estimate: Box C x 25%

\$

Your Cost of
Turnover

2. Assume the low estimate of turnover (50% of wages/benefits) is correct for your organization. Box C x 50%

\$

Your Cost of
Turnover

3. Assume the high estimate of turnover (100% of wages/benefits) is correct for your organization. Box C x 100%

\$

Your Cost of
Turnover

You will probably be surprised (if not astonished) at the annual cost of turnover for your entry-level staff. If you can implement no-cost or low-cost strategies to retrain your staff, they will clearly be cost-beneficial.

Tip 4: Follow All Applicable Federal and State Child Labor Laws

There are numerous laws related to teenage employees. All are important and, if followed carefully, help make your organization an employer of choice in the eyes of teenage employees and their families. Moreover, compliance with these laws will help you avoid potentially serious legal difficulties.

Federal Department of Labor regulations require that you keep records—including date of birth and occupation (position)—for all employees under the age of 19. You must also track their daily starting and quitting times and daily and weekly hours worked. You can protect yourself from unintentional violations of child labor provisions by filing an employment or age certificate for each youth you employ. Certificates issued under most state laws are acceptable for this purpose.

Familiarize yourself thoroughly with applicable child labor laws by contacting your state's Department of Labor. Make it clear to your employees that you and your organization are committed to following all applicable state and federal regulations.

Would you be willing to bet your business that you know *everything* you need to know about how federal labor standards apply to the employment of youth in your organization? Stiff financial penalties and negative public opinion stemming from violations can ruin a business.

Make sure you know *exactly* all of the following:

- Who is covered
- Restrictions on hours of work and/or occupations (e.g., what can covered youth do—and not do?)
- Penalties for violations of applicable provisions
- How the federal labor laws relate to state, local, and other federal laws
- Other aspects of the Fair Labor Standards Act that may apply to you
- Which, if any, of your jobs include tasks that are considered “hazardous” under federal law
- Where you can obtain further information

To learn about these and other requirements of employing youth under 19 years of age, visit the Federal Department of Labor's Web site: <http://www.dol/asp/public/programs/handbook/childlbr.htm>

Tip 5: Eliminate Workers Who Won't

Supervisors are sometimes accused of reducing hiring standards to that of “any applicant with a warm body.” Of course, those who make these statements probably aren’t supervisors who are often faced with days when only one of three workers has come in as scheduled (because one has called in sick and another has quit without notice).

Despite the temptation to hire workers immediately, however, you must not lower your selection or performance standards. The reason is clear: Your very best employees will not stay if you do!

Consider two employees. Tonya is a dedicated and solid worker who comes to work on time. Kyle often comes in late, works slowly when he does show up, and frequently calls in sick. When Tonya is scheduled to work with Kyle, she ends up doing far more than her fair share of the work. Would you be surprised if Tonya quit one day to go to work for a competitor who refused to allow employees like Kyle to take advantage of employees like Tonya? Retaining your very best workers is critical. To ensure that your best workers stay, eliminate those workers who cause them to leave.

Who Would You Assign?

	Good Employee	Poor Employee
1. To train a new employee	☐	☐
2. To do a special project	☐	☐
3. To provide a special service to one of your best customers	☐	☐
4. To work an extra-busy shift	☐	☐

You would assign the good employee in each case above, wouldn't you? As you do this, what incentive do you offer an employee to be "good"? (In other words, what do you give a "good" employee that you do not give to a "bad" employee?) The answer often is more work! Some supervisors, through their actions, actually provide a disincentive for an employee to do good work.

Don't take advantage of your good employees, even unconsciously. Using the following guidelines will help you keep your best workers:

- Ensure that all employees can work according to standards
- Eliminate employees who can't measure up to established standards
- Spread work assignments as fairly as possible
- Reward good employees for good performance

Tip 6: Eliminate Managers Who Can't

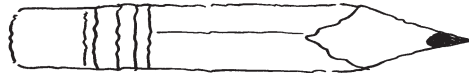
Tolerating poor performance from marginal *employees* will cause good employees to leave. Poor performance by *managers*, however, is likely to be an even greater cause of high turnover. You owe it to your employees to provide them with competent leaders.

You can easily identify your poor managers:

- They constantly need new employees to replace those who have quit
- They constantly criticize the quality of their workers
- They never have time to properly orient or train employees
- The accident rate of their employees is higher than those of other supervisors
- Customer complaints about the service levels of their employees are higher than those for other managers
- Standards relating to quality and quantity of work suggest substandard performance
- They are the source of continuous employee complaints

Poor managers cannot ask their employees to “go the extra mile” for the organization if the employees see that the manager will not “go the extra mile” for them. Poor managers seldom attain departmental productivity standards because the high turnover rates in their department prevents the establishment of an experienced staff that can meet (or exceed) required standards.

Many of these same managers and supervisors think that their work would be easier if they didn't have to deal with “problem” employees. In fact, however, the vast majority of all problems in an organization are caused by the supervisors and managers, not the employees. It is the supervisor—not the employee—who fails to adequately orient and train new employees, to coach and motivate them, and to provide an environment in which acceptable work can be done. Quality management is critical. To improve your retention rate, eliminate managers who can't manage to manage!



TAKE THE MANAGEMENT CHALLENGE!

How would an objective outsider rate you on each of the following management activities that directly relate to the performance of employees?

Check (✓) one box for each responsibility.

How Well Do I Manage?	Inadequately	Very Effectively
1. Recruit the best possible applicants	☐	☐
2. Effectively orient new employees	☐	☐
3. Provide appropriate job training	☐	☐
4. Obtain employee feedback about problems that affect them	☐	☐
5. Provide ongoing coaching and performance appraisal	☐	☐
6. Provide required equipment and job tools	☐	☐
7. Implement ideas to help make the workplace professional and friendly	☐	☐
8. Properly manage change	☐	☐
9. Provide on-the-job opportunities to help employees meet personal goals	☐	☐

Tip 7: Manage Your Customers

Contrary to the old saying, the customer is *not* always right. That's right. Not only are customers sometimes wrong, where your entry-level workers are concerned, customers are sometime abusive, contemptuous, sexually inappropriate and/or verbally threatening. There's more bad news! You can be held legally liable for outrageous customer behavior (for example, if you knew, or should have known, about the behavior but did nothing to protect your employees). In addition, you can lose good workers if you sacrifice their goodwill in favor of the goodwill of an uncivilized customer.

This is not to say that customers are not vitally important. Of course they are. It is also important that all your employees be professional at all times. It is your job to ensure that they are. However, consider carefully how you should respond when your employees react to being abused by customers. Responses such as criticism and/or discipline, demands for an apology, and termination may, in fact, be very inappropriate. Not only do such responses fail to support your employees, they may open the door to potential lawsuits.

New employees are just learning about your expectations. They want to know that you will support them when they are right. They count on you to champion them. Don't sacrifice the integrity of your relationship with employees by tolerating intolerable customer behavior.

Determine Whether a Policy and Procedure Is Needed

How often do customers abuse your employees? Do you really know? Use the following steps to find out and to develop an action plan:

1. Discuss the topic at a regularly scheduled staff meeting or schedule a special meeting.
2. Ask the group for examples, if any, of customer abuse of any type.
3. If examples are given, lead a discussion that covers the following points:
 - What specifically happened
 - What, from the employee's perspective, led to the incident
 - What, if anything, was done at the time and by whom
4. Provide the groundwork for the expected relationship between employees and customers. (The Ritz-Carlton Hotel chain's motto provides a good benchmark: Ladies and Gentlemen Serving Ladies and Gentlemen.)
5. Using the expectations defined in Step 4 as a foundation, discuss a basic procedure or process with your employees. Be sure to address the following:
 - The extent to which inappropriate customer behavior is permitted. (This may need to be loosely defined as "when an individual employee begins to feel uncomfortable.")
 - Establish that the next step is for the employee to summon his or her supervisor or the manager on duty. Agree on a dialogue such as, "Please excuse me while I get my supervisor." At this point, the supervisor can take over, using the conflict resolution skills in which she has been trained by her own boss.

When managing employees, remember that sometimes the customers are right and sometimes the employees are right. Have in place a procedure that can quickly and fairly assess the situation and define an appropriate corrective action.

Make First
Impressions Count
(Orientation)

Tip 8: Understand the Role of Starting Wages

Ask your new employees why they left one employer for another. How often do you hear, “I left for a better paying job”? Many experts argue about whether money motivates employees to remain at or move between jobs. Would most employees change jobs for 20 cents more an hour? For 20 dollars more a week? What amount would motivate you to change your current job? Significant amounts of money probably do motivate employees; small amounts of additional compensation may not.

Many employees can choose between different jobs in the same and in different industries. For example, a young person with good customer service skills can work in numerous fast-food outlets or in other retail businesses such as movie theaters, dry cleaners, tanning salons and grocery stores. Remember that you compete with many employers in different industries for your fair share of the labor force. Employees are likely to be attracted to your organization if you are known as an employer of choice within the community. Yes, compensation must be competitive (and competitive does not mean the highest in the community). However, when you follow sound management practices, conduct effective orientation and training, maintain a professional and friendly workplace, supervise the way you want to be supervised, and maintain ongoing communications, you are helping your employees to succeed. When job searchers can easily decide to choose your organization over the competitor's, you will know you have in place a very effective recruiting tool. Workers will come to your organization to enjoy a better job, not necessarily a better-paying job.

Managers who think, If we paid just 25 cents or 50 cents more an hour, our labor problems would be over, are probably kidding themselves. Substantially higher starting wages may yield a larger initial pool of employees, but your retention rate will not improve until you realize that neither you nor your employees work only for money.

Is Your Compensation Competitive?

1. What other businesses offering the same products and/or services as your organization compete with you for employees?
2. What other employers outside of your industry also compete for your labor pool of entry-level staff?
3. What is your entry-level starting pay, including fringe benefits?
4. What is the starting pay with benefits of other businesses that compete for your employees? (You can determine this in a number of ways: calling your “friendly competition,” checking with fellow members of the chamber of commerce and other business associations, reviewing the classified ads in local newspapers, noting “help wanted” signs in store windows, and so on.)
5. Pretend an employee has informed you that he or she has been offered a similar position with a weekly pay that is 10% more than your wage rate. List some non-monetary benefits you offer that should make it worthwhile for your employee to remain with you. (Be sure to consider the retention tips discussed in this book, which address the problem of employees leaving for a nominal pay hike elsewhere.)
6. Non-monetary benefits we offer:



Tip 9: Inform Employees About Their Total Compensation

Do you pay entry-level workers as well as your competitors? Remember:

$$\text{Wages} + \text{Benefits} = \text{Total Compensation}$$

Some organizations try to lure your entry-level workers away with higher starting wages. These organizations, however, may offer fewer benefits. The starting wages (for example, hourly rate) of two competitors are easy to compare. Comparing the *benefits* offered by two employers, however, is much more difficult. Make sure your job applicants and present employees know the value of *all* benefits received from working in your organization. Communicate these to workers during their initial job interview and during their orientation program.

To succeed in the future, you need to create and deliver benefits that are important to entry-level workers—yet affordable for your company. If your organization has made a commitment to provide benefits, identify all of them and keep them visible.

For many employees, the lure of higher starting wages offered by a competitor can be real. Help your employees understand that their *total pay* is higher with you.

Determining Your Total Compensation Package

Use the following worksheet to calculate the total amount of compensation you pay to new and experienced employees and to part-time staff. Update the “numbers” as often as necessary and keep your employees current about the value of their benefits. (Note: If your organization has a human resources department, contact someone there to help with the calculations and to ensure that they are accurate.)

COMPENSATION WORKSHEET

Compensation/Benefit	Full-Time Employee (New Hire) (A)	Full-Time Employee (__ Months) (B)	Part-Time Employee (C)
Wage (hourly rate x hours worked per week)			
Employee Taxes			
FICA (Social Security)			
Compensation			
Other:			
Vacation Pay			
Insurance Benefits			
Health			
Dental			
Eyeglass			
Prescription Drug			
Other:			
Retirement Plan, 401(k) and/or other			
Other Benefits			
Tuition Assistance			
Uniforms			
Meals			
Personal/Sick Days			
Other:			
Total Weekly Compensation Package	\$	\$	\$

Box A

Box B

Box C

Note other benefits (employee discounts, estimated value of free/reduced employee services, and so on).

Tip 10: Explain the Long-Term Benefits of Staying

In most organizations, long-term workers qualify for benefits that recently hired workers do not. These may include automatic raises, subsidized tuition, extended vacations, and/or other forms of financial compensation and internal recognition.

Because these benefits are granted only to long-term employees, the advantages of qualifying for them may not be fully considered or understood by new employees. Don't let that happen! Keep long-term benefits highly visible to your entry-level workers. Review them in your new-employee orientation program and frequently during the initial employment period.

You know that your organization benefits when entry-level workers become long-term employees. Explain to your new hires how your organization repays that loyalty.

Consider Your Long-Term Benefits Package

Review the following benefits that are frequently available to employees who have stayed with an organization for at least 12 months. Check (✓) those that apply to your business. Keep a list of the benefits you offer highly visible to your employees.

- ☐ Medical insurance
 - ☐ Dental/vision insurance
 - ☐ Paid vacation
 - ☐ Paid personal/sick days
 - ☐ 401(k)/retirement plan
 - ☐ Tuition assistance
 - ☐ Family medical leave
 - ☐ Other:
-

1. How much additional *weekly* compensation do “experienced” full-time employees receive in your organization?

2. How much additional *annual* compensation do “experienced” full-time employees receive in your organization?

3. Be aware of opportunities you have to explain to your employees the long-term benefits of staying. Check (✓) any of the opportunities below that are available to you:

- ☐ During recruitment interview(s)
- ☐ During selection interview(s)
- ☐ During orientation sessions
- ☐ During career counseling sessions
- ☐ During conversations with mentor(s)
- ☐ In written job recruitment information
- ☐ In written job orientation information
- ☐ During performance appraisal sessions
- ☐ During ongoing staff meetings
- ☐ During ongoing coaching (one-on-one) sessions
- ☐ Other:

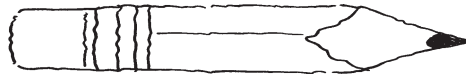
Tip 11: Share Your Vision

You have a vision of what you want your organization to be. Levels of service, revenue goals, and productivity standards are important to you. Make sure your employees know these goals and why they should be important to them. Imagine a train leaving a station. Every passenger knows the following:

- Where the train is going
- The purpose of his or her trip
- Why it is critical that the destination is reached
- What must be done to get there

Your employees want to know the same things about your organization. Whether your team is responsible for cleaning autos, serving a banquet, or renting videos, how you answer these questions is critical to creating an environment that encourages good workers to stay. The following exercise can help you define your vision and share it with your employees.





DEFINE YOUR VISION AND SHARE IT

List two important goals (visions) you have for your work group. For each goal, describe why it is important to your employees; and explain their role in attaining the goal.

Goal 1:

This goal is important to my employees because:

Here's what my staff can do to help reach our goal:

Goal 2:

This goal is important to my employees because:

Here's what our team can do to help reach our goal:

CONTINUED

CONTINUED

Now list some things that you can do to ensure that all employees know about your vision.

Ways to inform new employees about our vision:

Ongoing ways to inform and reinforce the vision to all employees:

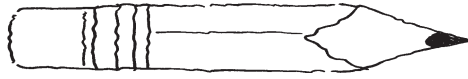
Tip 12: Motivate Entry-Level Employees

When developing strategies and tactics to retain entry-level employees, you should recognize that there are two distinctions within this group. The first is new employees who hold entry-level positions for six months or less. The second is experienced employees who have been in an entry-level position for six months or longer.

You want to retain all entry-level workers that meet your team's productivity standards. However, the type of employee you typically employ helps determine the best retention strategies for you to use. For example, experienced employees may want to know how you can help them advance; new employees look to you to help them increase their comfort level and their sense of belonging on the team.

Be sure to choose the retention strategies that best meet the needs of your specific work team.





HOW EXPERIENCED IS YOUR STAFF?

You can determine what percentage of your employees are relatively new by dividing the total number of employees on the job for less than six months by the total number of entry-level employees:

$$\frac{\text{Number of new employees}}{\text{Total number of employees}} = \% \text{ of new staff}$$

What are some tactics that can help retain your new employees?

What are some tactics that can help retain your experienced employees?

Tip 13: Conduct an Entrance Interview

In some organizations, managers seldom, if ever, meet one-on-one with an employee. New employees are usually impressed if, early in their employment, they can talk with upper-level management. Remember that new employees desire reinforcement for their decision to work for you. This early opportunity to show them that everyone in the organization cares about them can help establish an ongoing relationship, one that yields dedicated employees. The interview does not need to be long. Spend just a few minutes asking new employees about their families, their hobbies, and their aspirations for their new job. Get to know them as more than simply another “new hire.” The more you know about your new employees, the better able you will be to match their needs with those of your organization. Employees appreciate a genuine attempt to understand them. Taking the time to hold entrance interviews improves your stature with your employees, builds morale, and increases your understanding of them. This knowledge can have a significant impact upon retention.

What Would You Like to Tell Your Boss?

Pretend you are a new employee. List some of the things you would like to tell your new boss (for example, what impresses you about the organization, what your career goals are, what you hope to learn on the job, and so on).

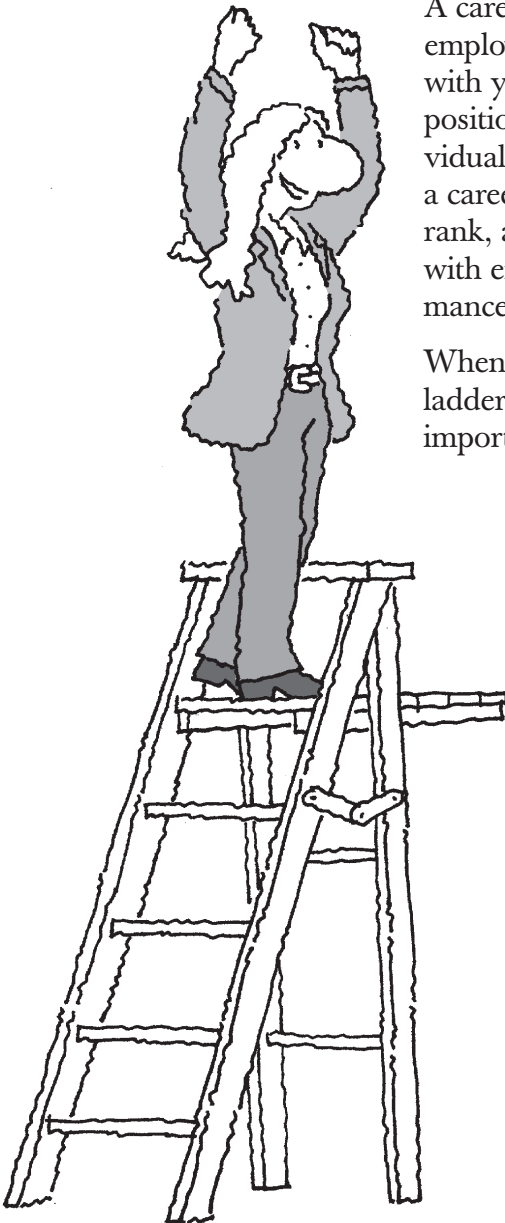
Do you think your new employees would like to tell you the same things about themselves?

☐ Yes ☐ No

If yes, use the comments you just listed as guidelines for asking questions during entrance interviews.

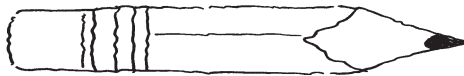
Tip 14: Create Career Ladders

For many workers, the belief that an entry-level job can lead to more responsibility and better pay is very appealing. A *career ladder* is a road map that explains how advancement normally takes place. Of course, for some workers, entry-level jobs with your organization are intended to be only temporary. College students home for the summer, holiday workers, and those searching for permanent jobs in other fields are examples of employees who intend to remain for only a short period of time. However, some employees may be looking for a career; others may discover it with your help.



A career ladder plan is one way to show your employees how they can advance if they *do* stay with you. Take the time to analyze each entry-level position you offer. Consider how a talented individual holding that job could advance. Then create a career ladder that shows the progression in title, rank, and pay for that job. Review the career ladder with employees as part of your orientation, performance appraisal, and mentoring programs.

When entry-level workers look at your career ladder, they can envision a future for themselves as important, long-term employees.



How High Can Employees Climb?

Consider the last entry-level employee you hired. If that employee stays with your organization and work performance is good, what position would he or she likely hold in the following four scenarios?

	Rate of Pay
In one year: _____	\$ _____
In two years: _____	\$ _____
In three years: _____	\$ _____
In five years: _____	\$ _____

How do you currently help a new employee plan a future with your organization?

What other tactics could you use to get the word out about career opportunities with your organization?
